PMBOK® 7e Update for *CPM 4e* Chapter 5 Leading and Managing Project Teams

PMBOK® 7e Domains Impacting Chapter 5

Team
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Team

The new edition of *PMBOK (7e)* considers the team performance domain a critical one, as it interacts with all other performance domains. Leadership function focuses on motivating, listening, enabling, and influencing; everyone in the project team should practice all these functions. However, management activities can be either centralized or distributed (in self-managed teams). Tailoring leadership style would depend on the maturity of the project team members, organization structure, distributed teams (virtual or geographically disbursed), and experience with the type of project at hand. A project manager may often consider the servant leadership style.

Stakeholders

Stakeholders change during the project in their interest and influence towards the project. Project team should seek to understand stakeholders' feelings, emotions, beliefs, and values, throughout the project as they may present opportunities and threats. Analyzing stakeholders must consider several aspects such as power, impact, attitude, beliefs, expectations, degree of influence, proximity to the project, and interest in the project. This information helps in developing project team interactions with stakeholders.

Development Approach

Depending on the project cadence and development approach – predictive, adaptive or hybrid – project teams will have to modify their approach to collaboration style and aim to enhance their performance and to optimize project outcomes. Further, the cadence and development approach influence project team's interactions with the stakeholders.

Planning

Project team composition and requisite skill sets are based on the project work which is assessed in the planning performance domain. Delivery of project work influences the planning process, which in turn, determines the team's level of involvement and participation in developing the project plan. In a predictive planning approach, the project team gets involved in planning from a very early stage. Incremental or iterative approaches defers a decision to allow project teams to consider multiple options until the cost of further delay exceeds the benefit.

Delivery

Project delivery activities concentrate on meeting requirements, specifications, and quality expectations to produce deliverables that will drive intended outcomes. The project team plays a major role in eliciting requirements, defining scope, expanding the scope into various project activities, detailing effort and resources required for these activities, executing the work, and finally producing deliverables that meet stakeholders' expectations. Obviously, the project team is responsible for meeting quality expectations.

Measurement

The project team is responsible for development, execution, and measurement of project performance. The project team establishes effective measures of performance and evaluates the degree to which the work performed meets the specifications and quality expectations outlined in the plan. In doing so, the team tracks performance and resource use and assesses the performance of the deliverable. Further, the team may have to make trade-off decisions, provide progress information to stakeholders, and make effective use of opportunities for improving performance.

Uncertainty

Uncertainties arise out of political, social, market, and environmental factors. The project team is responsible for considering the effects of uncertainty while developing the project plan. These uncertainties present threats and opportunities and will have to be assessed, explored, and managed. When selecting and then planning projects, the project team must develop an understanding of the larger environment in which the project is developed and executed.